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NAVAL POSTGRADUATE SCHOOL
Monterey, California

MORE ON CAREER ANCHOR CONCEPTS:

THE CASE OF U.S. NAVAL OFFICERS

by

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NAVAL POSTGRADUATE SCHOOL
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From a study of U.S. Naval officers in five different naval communities, using the Schein career anchor concepts, a report of officer career anchor profiles is reported. Variations and elaborations of the Schein concepts are presented to more accurately delineate the career anchor types. Questions are raised for future research about the component parts of the anchor concept and career anchor patterning as it relates to change and aging.

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THE CAREER-ANCHOR CONCEPT

Edgar Schein (1975,1978) studied forty-four male alumni of the Sloan School of Management at MIT, both during their time at MIT and ten to twelve years after their graduation. As he probed why they made certain kinds of career decisions, their responses began to emerge in a pattern which helped explain what happens during the five- to ten-year segment of a career history. Schein postulated that while the early career (one to five years) was a period of mutual study and discovery between employee and employer, mid-career is somewhat different. It is between the fifth and tenth year, approximately, that one gains a clearer occupational self-concept. Schein labels this self-knowledge the "career anchor."

The career anchor "serves to guide, constrain, stablize and integrate the person's career," says Schein (1978, p. 127). It is "inside the person, functioning as a set of driving and constraining forces on career decisions and choices" (1978, p. 125). Thus, the metaphor of an anchor connotes the composite needs, values, attitudes, and abilities of an individual which tie him to a certain kind of work history or career.

One discovers one's career anchor by coming to understand one's self-perceived needs (based on the tests of real situations and feedback from others), one's self-perceived abilities (based on a variety of work experiences) and one's self-perceived work values and attitudes (based on encounters between the person and the norms and values of the employer). It requires real work

experience to arrive at such an awareness. Career anchor assessment depends not only on the needs and abilities one originally brings to the work situation but also on the opportunities provided to broaden one's experience and the quality of feedback from others.

Schein uncovered five major career anchors in the MIT group. Managerial competence is the term he used to designate those linked to a career in management. They have a strong need to rise to positions of managerial responsibility and enjoy managerial activities. They possess such managerial skills as analyzing problems and handling people, and have the emotional stamina necessary to withstand the pressures of the job. Most of these career types, naturally, desired work in large organizations where they could best realize their managerial aspirations.

The technical/functional career anchor characterizes people most concerned with the quality of their work or with its technical aspect. These people want to increase their proficiency continuously and view their careers as prolonged opportunities to keep learning more about their area of expertise.

Another group was mainly concerned with long-term stability, location in a given area, and job security. They were said to have a security anchor.

Others found it difficult to work in organizations and worked towards personal space--freedom from close supervision and regulations. Schein labeled these as having an autonomy anchor. Individuals with a creativity career anchor had an overriding need to create something of their own: a new business, product, or service.

Other career anchors which have thus far been discovered are identity, being fully part of an institution, group, or organization and having the reflected status of that association; service, the need to reach out and be

helpful to others; <u>power, influence, and control</u> or the goal of being powerful and exercising power; and <u>variety,</u> where one works for the "reward" of constant changes, breadth rather than depth, movement, and new adventures.

Identifying one's career anchor is useful; this self-knowledge helps one better identify his long-term contributions, identify his personal criteria for choosing among a variety of jobs and work settings, more accurately define what personal success would be, and more clearly perceive how to organize life and work experiences. For the employing organization, the career-anchor concept implies that an individual will become increasingly patterned as time passes and that the highest productivity will result if effort and time are spent matching organizational need with individual interests. In short, each organization must provide multiple career options or be prepared to lose executives during the five-to ten-year segment.

The study of U.S. Naval officers which follows uses the concept of career anchors. It describes the dominant anchors among this population, discusses a new variation on Schein's categories, probes theoretical implications for the navy and its officers that result.

CAREER ANCHORS IN THE NAVY

The Navy Study

The Derr and associates' investigation of U.S. Naval officers career
patterns has drawn from interviews with 154 naval officers who at the end of
the interview were asked to complete a brief questionnaire. Twenty-five
wives were also included. Some 136 interviewed persons also returned question-
naires. The investigation took place between May 1977 and January 1979.
Appendices A and B are example of the research instruments.

Naval personnel from five different communities were investigated: line
officers from the surface warfare, submarine, and aviator communities and staff
officers from the civil engineering corps (CEC) and supply. Moreover, because
of the apparent differences between groups, aviators were subdivided into
helicopter pilots, multiengine pilots, jet attack pilots, and jet fighter
pilots. Special attention was also paid to the differences between nuclear
and nonnuclear submarine officers and between nuclear fast attack (SSN) and
nuclear ballistic missile (SSBN) submarine officers.

Building on the work of Schein, we tried to ascertain the career anchors
of naval officers generally and by community, using some of Schein's main
questions as well as a questionnaire devised by Chatwin and Derr. (See
Appendix A, Item B.) Naturally, the study is exploratory, not definitive.
The number of respondents is small and the career research instruments used
are new. We would hope that propositions for future inquiry will be the major
outcome of the research.

The average age of the officers in the sample was 31.6 years. Although 10 percent were single, the rest of the group had been married an average of 8.08 years and had 1.6 children. About 12 percent had been divorced. Only 19 percent reported that their wives had or were looking for full-time outside-the home employment, less than half the national average.

These officers had been in the Navy an average of 9.93 years and included four ensigns, sixteen lieutenant junior grades, sixty-six lieutenants, sixty lieutenant commanders and eight commanders. About 41 percent were from a rural setting, while 32 percent described their backgrounds as urban-suburban; and 16 percent said they were raised in many settings or came from highly mobile families (e.g., military families). As subjectively judged by the researchers, about 4 percent received their college education at prestigious universities, 49 percent got their degrees at well-reputed institutions including the U.S. Naval Academy, 22 percent graduated from less known colleges and 25 percent finished their bachelors at little known institutions.

Career Anchors among Naval Officers

All of the officers who responded to the questionnaire listed their career value preferences. The five Schein anchor values, as well as other common preferences, were provided as choices. (See Appendix A, Item B) The five Schein categories accounted for most of the preferences. Table 1 below compares the dominant career anchor preferences, first in general, then by community.

TABLE 1
Career Anchors: Questionnaire Response

Average Scores

Anchors	N=136 All Officers	N=50 Aviators	N=23 Surface	N=21 Submarines	N=18 CEC	N=24 Supply
Managerial	3.92*	4.16	3.22	4.00	3.22	4.54
Security	4.00	3.54	4.34	4.57	4.72	3.58
Technical	4.06	4.12	3.65	2.81	5.11	4.62
Autonomy	4.73	5.36	4.57	4.29	3.67	4.75
Creativity	5.25	5.40	4.70	4.43	4.78	6.54

*where a lower score represents a stronger preference

In general, U.S. Naval officers most prefer managerial roles, supporting

the folk wisdom that officers are first and foremost interested in command.

Second, as a group they report that basic job security coupled with good

retirement benefits emerge as underlying reasons for remaining in the military.

(Derr has written elsewhere on this subject, Derr, 1979). Third is the

preference for technical proficiency, again harmonious with the fact that the

modern navy is a technological culture demanding that its managers know about

its sophisticated hardware and be interested in that aspect of their work.

Finally, some distance behind these first three anchor preferences fall

the autonomy and creativity profiles--also logical. Except for the autonomy

of being totally in charge of a ship at sea (managerial autonomy), the large

and formal military bureaucracy would not offer opportunities to attract or

retain many with this anchor. Entrepreneurial activity is not rewarded nearly

as much as deferred gratification and doing it "the navy way." On the other

hand, we found in the interviews that creativity generally had a higher value than autonomy and that younger officers (e.g., lieutenant j.g.s) often preferred autonomy and creativity to managerial or security anchors. We tend to explain this difference by: (1) basic uncertainty about their career anchor at such an early career stage, and (2) the likelihood that many who value autonomy and creativity will resign their commissions early.

The difference between communities described in Table 1 are interesting, though somewhat predictable. The aviators generally identify security as their dominant career anchor; surface warfare officers opt for a managerial anchor; submariners choose the technical profile; CEC officers select the managerial (not technical) anchor as their dominant choice; and supply corps executives, like aviators, prefer security. The managerial, technical, and security anchors are clearly the three most frequent anchor profiles. If we consider the interviews, however, we get a somewhat different picture.

We feel, incidentally, that the interviews are more accurate measures than the questionnaries: the questions are similar to those asked by Schein and hence not tailored to naval officers; also people are more apt to describe their composite values, attitudes, needs, and abilities associated with work in a conversation where some interpersonal trust has been established and where the researcher can probe than they are in a forced-choice paper and pencil test (Alderfer, 1968). Table 2 below ranks all naval officers by community on the Schein career anchors as ascertained from a careful content analysis of the interview data.

TABLE 2
Career Anchors: Interview Responses

% of the Respondents

Anchor	N=124* All Officers	N=50 Aviators	N=19 Surface	N=21 Submarine	N=12 CEC	N=22 Supply
Managerial	33.9**	24.0	62.2	36.0	16.6	56.5
Security	15.3	10.0	10.5	21.0	24.0	22.7
Technical	36.3	63.0	21.0	36.0	24.0	14.2
Autonomy	4.0	0	0	0	32.3	4.5
Creativity	10.4	3.0	6.2	7.0	3.0	2.0

* although 154 interviews were conducted some content analyses, especially
   among younger officers, failed to reveal an anchor preference. Thus, 30
   interviews were not used in calculating these scores because of their
   inconclusive nature.

** where the number represents the percentage of officers which have this
   particular type of career anchor.

While the average scores from the questionnaires (Table 1) and the percentage

scores from the interviews (Table 2) are not directly comparable, the trends

can be jointly analyzed. The interviews show a greater preference for the

technical anchor while the questionnaires put managerial orientation in first

place. Even though we assume that the interviews are more accurate, the

trends between the two measures are similar. The numbers of technical and

managerial anchors seem to be split. Again, creativity and autonomy anchor

types are relatively few in Table 2 with autonomy considerably lower than

creativity.

Significantly, however, the interviews show a much smaller percentage of

officers with security anchors than the data from Table 1 would have indicated,

probably because the questionnaire shows general preference scores rather than

anchor types. We hold that most officers in the navy have a high need for security but that this concern, though pervasive, may not be dominant enough to constitute a career anchor. In other words, security may be a high-order value for many but the career anchor for relatively few.

Instead, the interviews show that naval officers generally have primarily technical and managerial career anchors with a strong security orientation. However, this phenomenon varies markedly, group by group. Aviators are dominantly technical; surface warfare officers are managerial; submariners are both technical and managerial; many CEC officers have autonomy anchors; and many officers in the supply corps opt for a managerial preference. Table 3 below further delineates the varieties of aviators and submariners.

TABLE 3
Career Anchors of Aviators and Sumbariners: interview Responses

% Scores of Respondents

| | Aviators | | | | Submariners | | |
Anchor	N=14 Fighters	N=13 Attacks	N=13 Heli-copters	N=14 Multi-Engine	N=15 SSN Fast Attack	N=12 SSBN Missle	N=8 Non-Nuclear
Managerial	30.8*	16.6	33.3	15.4	52.6	30.0	20.0
Security	7.6	33.3	0	0	15.8	50.0	20.0
Technical	61.6	50.0	66.6	77.0	31.6	20.0	60.0
Autonomy	0	0	0	0	0	0	0
Creativity	0	0	0	7.6	0	0	0

* where the number represents the percentage of officers which have this particular career anchor.

Thus, while the aviation community as a whole tends toward the technical anchor, attack pilots seem much more security-oriented than other subgroups. Moreover, fighter and helicopter pilots are more apt to desire a managerial or leadership career. Part of the explanation for fighter pilots might be the common navy perception that the jet fighter pilot ultimately gets higher rank and more responsibility. Thus, managerial types might opt, where possible, for this career path. The higher occurrence of a creativity anchor in the multiengine pilots group may well be caused by fewer rewards, and hence less career motivation than the others. They may be concentrating on second careers and entrepreneurial outside-the-navy activities than some groups.

The submariners, on the other hand, seem very different when sorted into their three subcommunities. Of the nuclear-trained officers, the SSN attack submariners seem much more managerial. Since these officers may represent the "cream of the crop" designated for high-level positions, their career anchors are, therefore, very appropriate, as is the goodly portion of technical profiles in their ranks. What is more surprising are the numerous security anchors in the apparently high risk SSBN community. A possible explanation is that while such persons must be technically proficient and while they get such family benefits as more at-home time with their families when in port, the work itself is frequently described as "boring." Their purpose is to hide from enemy submarines and ships and to wait patiently in case they are ever needed as nuclear missile launchers, a potentially dangerous but acutally routine job. Finally, nonnuclear-trained officers, many of whom work on diesels have more officers with a technical anchor than do other submariners; possibly they stay for the love of the work because career mobility in the submarine fleet is reserved for the nuclear-trained officers.

Since the sample of interviewed respondents with a definite career anchor in each of these communities is small, we emphasize again, that these findings are only exploratory and suggestive for future research.

Naval Officers vs. the MIT Panel Group

In Schein's MIT group of forty-four MBA graduates, he discovered nineteen technical anchors, eight managerial, seven autonomy, six creativity, and four security anchors. He hypothesized that more engineers, presumably technical types, would be attracted to MIT than to other universities and that the MIT sample may be biased; other MBA programs may have more managerial career anchor persons.

Also, he expected that while managerial and technical anchors would dominate the MBA population generally, there would normally be good representation of all five career anchors. For example, those high on autonomy may be well suited for consultancy or expert positions: those with a creative anchor would be ideal for entrepreneurial activities and small business. He further postulated that these upwardly mobile, high-achieving, and self-confident MBAs would show least attraction to the security anchor. These hypotheses were confirmed by Schein's study.

Like the MBAs, the navy sample of 124 persons consisted of all college graduates, some of whom are working on their masters degree, even the MBA. Their distribution of career anchor types went like this: fifty technical, forty-seven managerial, nineteen security, five autonomy, and three creativity. Table 4 compares the proportions of MIT and Navy career anchors.

TABLE 4
Career Anchor Profiles: MIT and Navy Samples

% of Sample

Anchors	N=44 MIT	N=124 Navy
Technical	43%	36%
Managerial	18%	34%
Autonomy	16%	4%
Creativity	14%	10%
Security	9%	16%

The most obvious difference is the high percentage of naval officers with managerial career anchors. The explanation lies partly in the technical bias of MIT graduates along with the leadership or command orientation of naval officers. The military still provides one of the best arenas for exercising managerial muscles and may, in fact, attract persons with that career anchor profile.

The second difference, of course is the higher navy proportion of security anchors. Possibly more career civil servants and government executives would have a security anchor, proportionately, than their private sector counterparts--and MBAs normally go into private industry where the personal risks are greater and job security is lower. A future study may well examine the difference between executives in the public and private sectors on this aspect.

The much lower navy proportion of autonomy and creativity anchors is not surprising. Those two types would not likely fit into a large and formal bureaucracy--be it industrial or governmental. Bureaucratic rules, schedules,

and forms are much too constricting to the autonomy person and too inhibiting to the entrepreneur. What's more, the military, because of its emphasis on chain of command, rules, and regulations to control the consequences of its dangerous weapons systems, would be a particularly difficult environment for these career anchor types. Several junior officers were potential creativity and autonomy anchor types; almost always they were planning to resign their commissions because they did not find the career possibilities compatible with their needs, values, interests, and abilities.

Another Career Anchor in the Navy: The Warrior

The major reason it was difficult to determine a career anchor for all 154 interviewees was that many were too young in years and in career experience to have determined their needs, values, and abilities. We expected this. Another reason was that Schein's five categories weren't comprehensive enough. A new career anchor seemed to appear, a profile we call the "warrior."

In general, those possessing the warrior anchor need high adventure--even life-and-death adventure--as a basic psychological requirement. They demand lots of action. Sometimes warriors express this value by other attitudes and values; patriotism is the most frequent. Other warriors seem free of these supporting values. They simply want the excitement of something as dangerous as an SSN attack submarine; the U.S. Navy is simply the only organization with the means to provide this adventure, but the interviewers got the impression that the warrior would be equally content working for a comparably equipped mercenary force. The warrior's values are simply: carrying out a dangerous mission with success somewhat dependent on his skill or talent. (Warriors are proud of their competence.) There were few in our sample--about ten--but we

found them in high-action and high-risk positions: on a destroyer, or a fast attack submarine, or in a jet fighter squadron. They usually fear being promoted beyond the action; they especially fear staff positions.

These characteristics and self-perceptions emerged from the interviews:

First, they are willing and ready to engage in risky combat and combat-ready endeavors at a moment's notice. Clearly combat is their first love and their top priority. Second, warriors perceive themselves as technically out-standing and wish to test this superior training and skill in competition with others, preferably with the "enemy's" best-trained counterparts. They like to feel challenged and pushed, perhaps even strained, to test themselves and acquire a better competitive edge. Third, these particular career characters are physically fit. They pride themselves on such feats of physical stamina as going three days without sleep or working without a break for weeks on end. They make an important correlation between using their body as tools for accomplish-ing the task and engaging in a meaningful task. Putting their lives on the line is critical.

Warriors may have some combination of technical and entrepreneurial skills with a high need for autonomy. This combination makes them somewhat anti-organizational. Thus building in a conflict with military bureaucracy. While we have called them "warriors" in this study, a metaphor relevant to their military setting, it may well be that these individuals are in the navy only because they cannot practice their craft elsewhere. It is only the militaries of the world which possess ships, submarines, and jet fighter planes and the rules and regulations may be seen as tolerable simply because they are unavoida-ble. It is possible, however, that other kinds of warriors may be found in non-bureaucratic settings. Since warriors seek risk and adventure in the exercise

of their technological expertise, military warriors actually have good possi-
bilities in the military of seeking life-and-death adventure and putting their
dangerous specialties to the ultimate challenge.

One clear example of a warrior was an executive officer of an SSN submarine
we interviewed. First, he described how he loved to be at sea even though he
did miss his wife and children. "I'd rather be chasing Russian submarines
than be home on Christmas Day." Why did he enjoy it so much? Because it was
adventurous: "you never know if you'll be back." It was also highly complex
and required great technical skill. He had to endure hardships and felt some
pride that he was tougher than most of his shipmates. The members of the crew
he respected were willing to "put it on the line" and put the mission first;
he lacked respect for the "professionals" who viewed the navy as just another job.
He saw himself as "macho" and would have welcomed the chance to be engaged in
combat. "Look," he told me, "you get to try out your ideas when you teach your
classes [as a professor]. I'd like to actually see what I could do against
the Russians. I think I'd win."

Another warrior was an instructor at a jet fighter pilot school. "This
is the closest one can come these days to being engaged in combat. It's hell
to be in the peacetime Navy," he stated.

He further lamented his career condition. The admiral was more concerned
about when flight jackets were worn than about being combat-ready. There
wasn't enough fuel to keep fighter trainers in the air. The Civil Aeronatics
Board was restricting certain maneuvers near metropolitan areas.

Why he didn't consider joining the airlines like so many others? "You can
still get some adventures in the military. . . . I'm part of a crack outfit
and we could take on any other squadron in the world. It's worth all the crap

just being so good that once in the cockpit you're above all the rest." He
added hopefully, "Maybe there'll be another war and things will change for the
better. I'll be ready."

It would be interesting to seek the warrior in civilian settings. Some
logical groups to examine would be such dangerous professions as policemen,
professional stunt men, and such athletes as football and hockey players.
Although this anchor includes aspects of super-competetive, power-oriented
manager, an extremely competent technician, and a wheeler-dealer entrepreneur,
it has an additional element, a kind of personal recklessness.

For instance, Maccoby (1976) discovered a rather self-destructive "jungle
fighter" among the businessmen he studied. It seems reasonable that some persons
in high-risk investment businesses, careerists who put together adventurous
deals such as new acquisitions or conglomerates, managers sent to perform
terminal functions of turning around an enterprise and who are there only for
a one-shot adventure, many consultants driven by the need to address new and
difficult problems and who are willing to work around the clock, and politicians
who seek whole new approaches and sponsor bold but risky initiatives--all of
these may at their base have a warrior career anchor.

We would not expect to find many warriors promoted to the top echelons of
the organizational hierarchy. Organizations seem to reward executives who are
skillful managers, loyal and conforming employees, and competent technicians.
Few high-risk individuals occupy the executive suite regardless of their bold,
even heroic, performances during any single moment of the company's history. A
warrior type would strike his superiors as reckless, non-conforming, even danger-
ous, and hence, non-promotable. Furthermore, it is unlikely that the warriors
themselves would be willing to pay the price required to get to the top.

Dominant Career Anchor Profiles in the Navy

As we have seen, most naval officers have managerial or technical career anchors, although the study uncovered a new anchor, the warrior, in the sample. Relatively few naval officers are autonomy or creativity types. Here are some other variations and elaborations of Schein's five career anchor categories which seem to describe U.S. Naval officers.

Managerial. The managerial anchor persons fell into two major categories. The first is labeled "upwardly mobile." He emphasizes not only on the psychological need to "run" something--to have authority and responsibility for making a certain contribution--but on using the right combination of skills to go up the ladder in the organization. This anchor is analogous to Driver's (in press) concept of a "linear" type. It also combines Schein's managerial anchor with the power, influence, and control anchor. Thus, in addition to the essential competencies Schein lists (analytical, human resource management, and emotional competence), it is also critical for the upwardly mobile person to be good at organizational politics. The careerist with this anchor is highly aware of and articulate about career strategies for achieving higher rank, building important relationships with sponsors and mentors, getting the inside track on the best job assignments, handling social obligations, etc.

The second subcategory of managerial anchor types is called the "evolving manager." He is the seemingly perfect employee who moves naturally and enthusiastically between career stages (Dalton et al., 1977). He is a good apprentice (Stage 1). Next he shows technical competence, makes a valuable contribution, and qualifies for his various assignments (Stage 2). Next, he changes over, becomes an excellent leader, and is willing to leave his technical specialty behind as he works through others (Stage 3). Finally he is enthusiastic

about broadening his scope and changing to a high-level policy position,
preparing himself well for the change. He is not compliant simply to gain a
higher position in the hierarchy; rather, he actually enjoys and is internally
motivated by each career phase even though his end objective and fulfillment is
derived from managing a command.

Technical/Functional. This is the craftsman, wedded to the technical aspects
of his work. He wants only to do what he is doing--more and better--for the rest
of his career. The craftsman pilot lives to fly. He finds the possibility of
promotion out of his specialty frightening and unfulfilling unless it is to a
technical or functional management position in which he can still use his expertise.
He is comparable to Schein's technical anchor, Driver's "steady state" person,
and Maccoby's "craftsman."

Security. Schein states that "the underlying concern, driving force or set
of constraints operating in [this type] is career stability and security"
(1978, p. 147). They tend to accept an organizational/occupational definition
of their careers and become "organization men" in exchange for long-term
security. They may be technically competent but they often have a low self-
concept and, consequently, need security more than challenging work. Schein
says two behavioral patterns accompany those with a security anchor: (1) willing-
ness to "belong" to a company or occupation and/or (2) a dominant concern with
settling the family in geographical stability.

Identity-Affiliation. This is somewhat of a variation on the Schein's security
anchor. Some person we encountered in the navy study felt that the most important
factor in their work was feeling part of a group or "club." Affiliation was their

chief need, "esprit de corps" their chief value; their primary competencies
were social and interpersonal. These officers continued to pursue a navy career
because "there's no other place where you can find buddies like this" or "nobody
else in society is as close as shipmates who know that their lives depend on
each other."

Thus, the career choices of someone with an affiliation anchor might be
the same as someone with a security anchor, but the motivations would be different.
Both might remain at unfulfilling jobs or refuse to move, but the security type
would be motivated by job security or because he is afraid to move elsewhere and
longs for stability and order. Careerists with an affiliation anchor, however,
would do the same things because they are so attached to their colleagues or
because they are part of an extended family or other important social groups in
that geographical locale.

While it is important for these persons to be identified with a particular
group or club, it is as much for reasons of association as it is identity.
Thus, this anchor type is also a variation of the identity anchor uncovered by
Schein.

Autonomy. The term as used in this study essentially shares characteristics of
Schein's definition.

Creativity. The few persons in the navy study with this anchor fell into
groups. First, was the "growth-oriented" individual. He seemed to have a high
need for continuous growth and the requisite talents to be continuously creative.
This is Driver's "spiral" person who sees his career as a series of growth-
oriented work activities, each spinning off from the other. He yearns for

opportunities to learn, to innovate. He either possesses creative talents already or is continuously learning new skills to satisfy this need.

A second creativity-anchored naval officer was more "entrepreneurial." He requires work where he can build or branch out, taking risks if necessary. He is a high-achiever (McClellend, 1961), very goal-oriented, and wants activities where he can measure his performance and strive for improvement. A particular task or a given setting is not as motivating as having the kind of work that lets him exercise his entrepreneurial talents. It would often be difficult for this individual, as it would for autonomy or creativity anchor types, to work in formal bureaucratic settings concerned with rules, schedules, and procedures as much as results.

Warrior. This anchor type has been described above.

Several individuals described themselves as a "plastic man": a career that for them had been a series of work opportunities which they had accepted though not sought; their values were making a commitment to doing their best, having interesting work, and being loyal to their employer. As a result, they achieved some career success, took advantage of opportunities presented them, and had an interesting life. These people in some ways, seem similar to what Schein describes as the variety and security career-anchor types. Nevertheless, rather than declaring one dominant trend, they "go with the flow." In their view, work is not designed to complement one's life but life follows whatever opportunities work provides. "Plastic man" is not listed here as a career anchor because it does not show specific internal needs, values, and abilities that require certain skills; rather, each job or assignment seems to summon the requisite characteristics. Moreover, it is questionable that this attitude represents a career (as opposed to a job) orientation. A career anchor presumes being career-involved.

Figure 1 depicts the percentages of naval officers in the sample who subscribe to the career anchors described above.

Figure 1
% of Naval Officers: Derr's Career Anchors
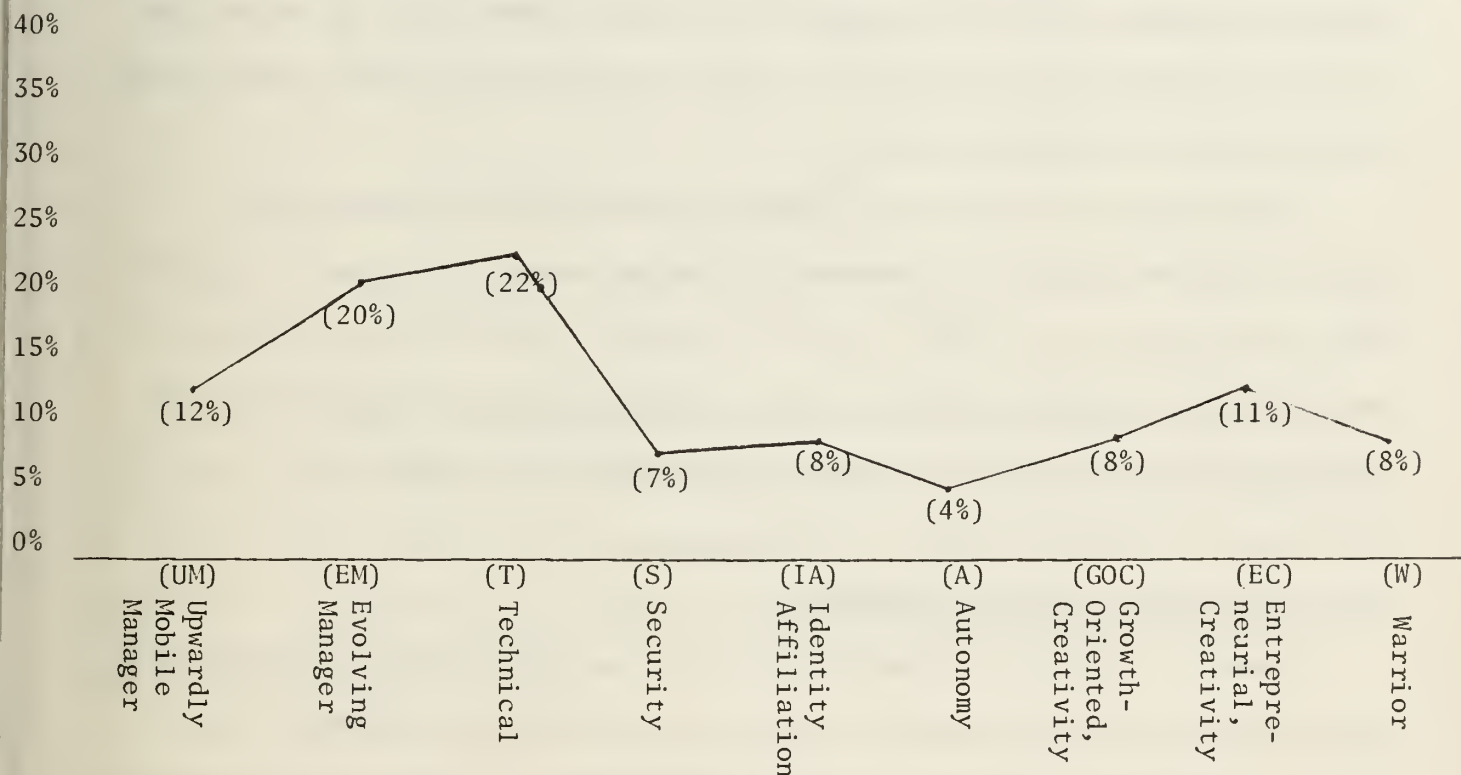
It is interesting to note that using this schema, more officers self-report purely technical (22 percent) and evolving managerial (20 percent). The next largest percentage of the population considered themselves upwardly mobile managerial (12 percent) or entrepreneurial-creativity (11 percent). This last statistic is surprising indeed since large bureaucracies would not seem hospitable to entrepreneurs. However, in the interviews, numerous officers mentioned that they enjoyed being transferred every two or three years to command a whole new operation and begin a new venture, including making a unique contribution

to the assignment. Thus, perhaps organizations which require major changes often and permit the employee to accomplish something unique in those new assignments will attract persons with entrepreneurial career anchors.

Of the other anchors listed, only autonomy is ranked low. This is not surprising; it is not reasonable to imagine many autonomous types in the military with the possible exception of some in the medical corps. What is surprising is the relatively low percentage of officers who reported security anchors, one of the appeals of most bureaucracies.

Analyzing the data by officer community locates most of those with autonomy anchors in the civil engineering corps, a high percentage of identity-affiliator types in the supply corps and aviation, surface warfare officers ranking high in upwardly mobile managers and entrepreneur creativity and all other apparently following the general trends depicted in Figure 1.

The Idea of Needs-Abilities Dominance

It may be useful to differentiate between two major aspects of the career anchor concept, the psychological needs and the talents or abilities. Since the anchor Schein describes is a composite of values, attitudes, needs, motives, talents, and abilities, it could be viewed predominantly as either a need or an ability phenomenon with the other aspects playing an important supportive role or, in economic terms, acting as infrastructure to the dominant orientation. Figure 2 illustrates this concept.

Figure 2
Illustration of the Career Anchor
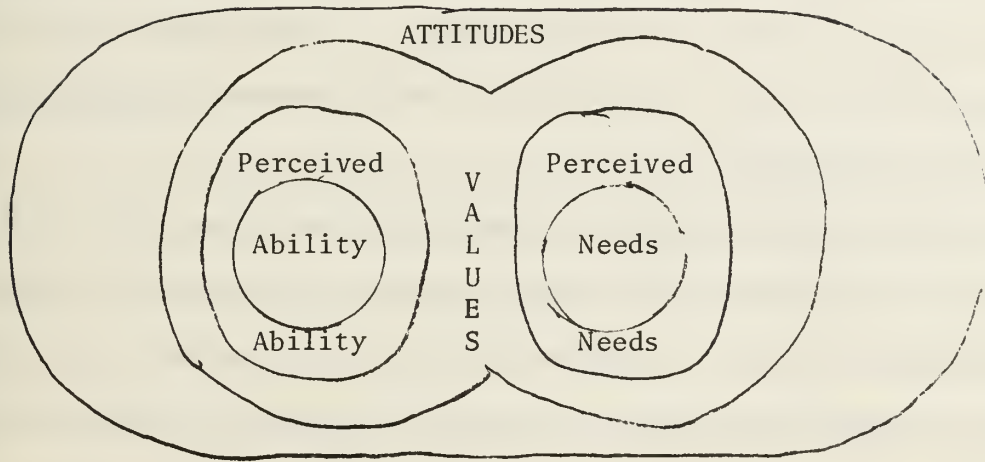
What this means is that in practice either the right or left side of the above figure will predominate and the career anchor profile may look like Figure 3. In this case, the ability side dominates as a career orientation; needs are subordinate. Nevertheless, the other parts are still present to form a complete career anchor.

Figure 3
The Career Anchor with a Dominant Sphere
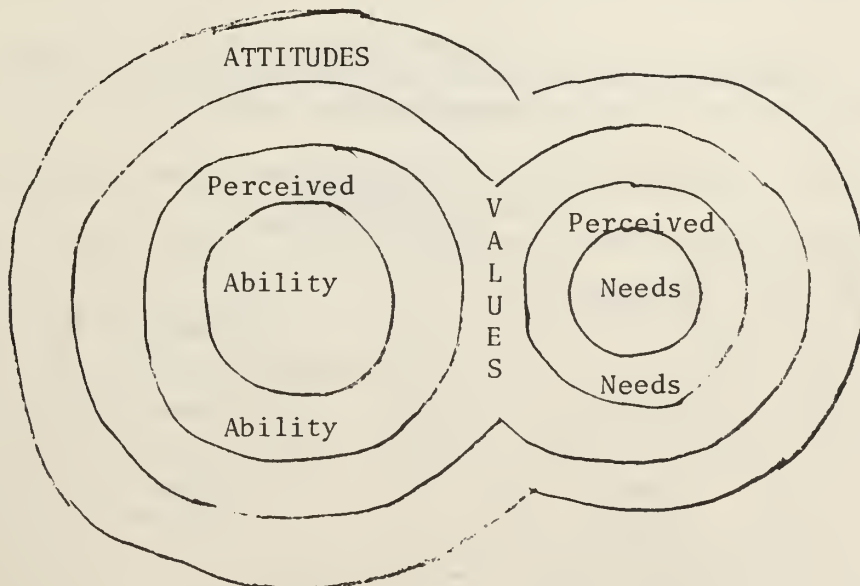
We would expect this individual to have a managerial, technical, or creativity anchor (using Schein's categories) or an upwardly mobile, evolving managerial, technical, entrepreneurial creativity, or warrior profile (using Derr's variations discovered in the navy sample). These anchors call for someone to engage in work based on his abilities while "personal" or needs considerations are subordinate.

An individual oriented towards the needs side would seek work which complemented his needs, then develop his talents to match those work requirements. This orientation is more apt to produce a security or autonomy anchor (Schein) or a security, identity-affiliation, autonomy, or growth-oriented creativity anchor (Derr).

The "plastic man" mentioned above may have an equal balance of needs and abilities and, despite definite preferences, may be happy with accepting whatever comes along that looks interesting.

It would also be possible--the navy provides such an arena--for a strong value or attitude like security to pervade but not necessarily alter the variations of career anchor orientations. Thus, an officer with an evolving managerial career anchor but strong security needs may look somewhat like Figure 4 below.

Figure 4
Illustration of an Evolving Managerial Career Anchor
and Strong Security Values
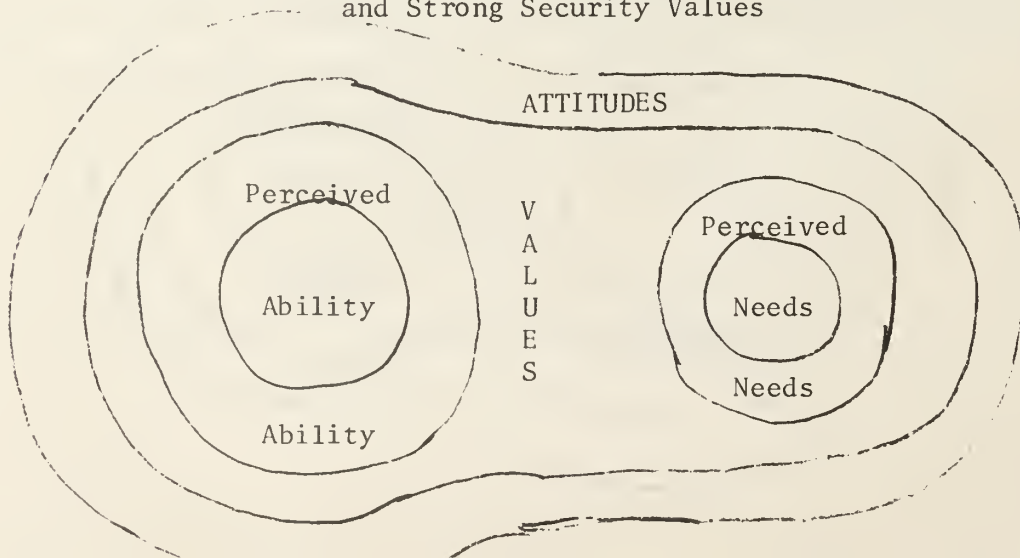
Many of the naval officers interviewed reported that security is not strong enough to be the anchor but is, nevertheless, powerful enough to strongly influence his career decisions.

Career Anchor Changes

Schein states that the career anchor implies growing stability over time and that, once discovered, will remain stable throughout a person's career history (1978, pp. 126-127). Many individuals seem uncomfortable with this idea since they view themselves as dynamic entities, responsive to major need-value-ability changes depending on external stimuli, new information, and different thoughts and feelings.

Thus, an idea worthy of future research would examine how a career anchor forms. The navy study indicates that two kinds of people could not seem to establish a career anchor pattern. First, there were those whose work and life experiences had not yet provided them with enough information to identify their career anchors. In the navy, usually ensigns and lieutenants junior grade fell into this category, agreeing with Schein's observation that one must usually work six to ten years before he is aware of his dominant needs, values, abilities, etc. surrounding work. Second, as mentioned above, some were "plastic men" and never seemed to declare a career anchor.

It almost seems for the rest of the sample as if the anchor pattern could best be illustrated by a pattern coalessence metaphor. First, the preanchor young adult at an early career stage has numerous needs, values, attitudes, motives, and abilities starting to coalesce into several patterans or trends. Fiture 5 is a diagram of this phenomenon.

Figure 5
The Pre-Career Anchor Patterns

Then, at midcareer and midlife (typically about ages thirty to thirty-five), a more definite anchor pattern seems to emerge for most people as in Figure 6.

Figure 6
The Beginning Career Anchor Patterns

This is still a time when several different work options would lead to a successful and happy career. However, unlike the earlier stage when the career-ist was very open to diverse possibilities, this period includes a surer self-knowledge of which opportunities would be satisfying and which would not. The

"plastic man" may remain at this stage while he enjoys a succession of very

successful career lines without a definite theme.

Sometime at late mid-career or early late-career, a person would normally

establish a firmer career anchor, as in Figure 7.

Figure 7
The Complete Career Anchor Pattern
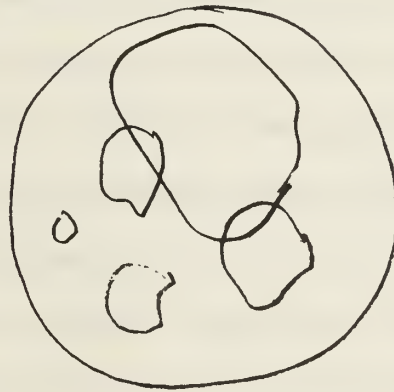
At this point, the hardening in the career pattern may trigger several

reactions. First, the careerist may experience a midlife crisis partly provoked

by a mismatch between his work and his anchor. Some persons actually switch

careers at this point (Derr, 1979). Others experience a "slump" and, con-

comitantly, a midcareer plateau. This is because they cannot find a way to

match themselves (as now defined) to their work. Another response is to

withdraw psychologically. Others use seniority and authority to resist needed

changes and pursue many interests in parallel organizations or elsewhere outside

the workplace.

Second, the career anchor pattern becomes so firm that the resulting

rigidity may actually contribute to a personal crisis as the individual loses

his ability to adapt to change.

A third reaction is very positive if the pattern coalesces into a sense of integration, wholeness, and self-knowledge. This person usually goes on to make a major contribution to the values to which he is internally committed (Vaillant, 1977). It is a time of transcendence and fulfilling achievement.

The gradual patterning and ultimate definition of the career anchor is a process that would reward further study, continuing to late-career as it seems to. The process apparently permits flexibility and change in response to the dynamics of life and work in the early stages but the dominant trend of a person's needs, values, attitudes, and abilities become increasingly fixed over time and eventually guide life and career decisions. However, even during quite early stages, one might be able to determine whether he is primarily "needs"-oriented or "ability"-oriented in his particular career anchor.

Given this general pattern, the "plastic man" may in some instances be susceptible to a more serious midlife crisis than the "anchored man" because he may find himself in crisis with no guidance system. Indeed, the task of working through the midlife crisis for this individual may be to finally discover his dominant career anchor. In other cases, where work and life are somehow out of synchronization with the more stable self, the "plastic man" may benefit from his flexibility to go with the flow instead of insisting on a better match. The firmly anchored careerist will sense the stress more acutely.

SUMMARY AND CONCLUSION

From a study of U.S. Naval officers in five different communities using the Schein career anchor categories, we found that the officers had mostly managerial and technical career anchors. Distribution varied somewhat by community, the most surprising deviation being in the civil engineering corps where the interviews

identified numerous officers oriented towards autonomy. Unlike Schein's panel group of MIT graduates, more naval officers had security anchors and fewer had autonomy and creativity anchors. The navy study also uncovered a new career anchor-type, the warrior; this person is attracted to high adventure, lots of action, and risk. He has a strong sense of mission and pursues excellence in his particular specialty or craft.

We found it important to expand Schein's five categories with some variations and elaborations to more accurately delineate the types of career-anchor profiles actually uncovered in the navy study. These career-anchor variations were: upwardly mobile manager, evolutionary manager, technical, security, identity-affiliation, autonomy, growth-oriented creativity, entrepreneurial creativity, and warrior.

In general, most naval officers fell in the technical category with evolutionary manager being the next most dominant group. Staff officers had more identity-affiliation and autonomy career anchors than line officers. The surface warfare group had an unusually large number of upwardly mobile managerial profiles.

A subject raised for future research was differentiating the total composite anchor concept into two dominant parts: psychological needs and abilities. One set of career characteristics presumes a needs base while the other is basically ability-centered. For example, Schein's managerial, technical, and creativity categories are certainly composites of various needs, attitudes, values, and skills but presume a basic ability which allows for career success. Autonomy and security, on the other hand, require skills necessary to perform acceptably but are predominantly anchored to psychological need.

Linked to the idea of needs-ability dominance is the concept of career-anchor patterning, a process which becomes more definite over time. A postulate for future research would be that these broad patterns are more needs based or ability based. We would suggest that the more definite the anchor pattern, the more difficult the midlife crisis one is likely to experience. There may be some optimal level of pattern formation which allows for a sense of wholeness and identity but permits flexibility.

Finally, the paper raises the phenomenon of the "plastic man," a person who arranges his life around whatever job options become available. He may have a productive work history but is not career-involved. One question to ask of such an individual, using the theoretical concepts proposed above, is whether the abilities- and needs-based anchors are balanced so that neither dominates.

Another issue is whether the plastic man's career-anchor patterning may be delayed and, regardless of age, he remains open to numerous options, unable to declare himself. It would also be interesting to know more about the impact of this failing to ceclare a career anchor on life and career transitions as one becomes more senior.

This exploratory study has raised some potentially fruitful propositions for further inquiry about career anchors, the special issues of U.S. Naval officers, and the connection between the nature of the evolving career direction and adult life development.

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Code_____

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CAREER CONCEPTS

1. What is your definition of a successful career? That is, what will determine for you at the end of your career whether or not it has been successful?

2. As you are aware, you will retire one day. How do you see your second or non-Navy career? Do you know yet what you will do? Have you done much planning for it? Do you see retirement as a necessary evil or an exciting opportunity?

CAREER ANCHORS

1.a.   What were your ambitions or long range goals when you started your career?
        Have they changed?   When?   Why?

b.   What kinds of billets do you prefer most (e.g., sea, shore and specific types
      of work situations)?

c. What are things you look for in a good billet, things that are important to
    you?

d. As you look back over your career thus far, identify some times you have
    especially enjoyed. What about those times did you enjoy?

e. Identify some times you did not especially enjoy. What about them did you
    not enjoy?

f. Have you ever pushed hard to resist or change a particular assignment? Why?

36

CAREER SUPPORT

1. Do you have a strategy for advancing your career? Could you please share some of it so I can better understand how people in your community influence the career?

2. Is it important or helpful to have "sponsors" (more senior officers who try to exert influence in your behalf) and what role do they play?

3. In this regard do you think that getting on the good side of your current CO is most important, or is it critical to get as your sponsor a long term mentor who will look out for you no matter what? Or, is it important to have both kinds of sponsors?

4. What is a good strategy for relating to peers and what role do they play in a person's career?

5. Can your spouse play a critical role? If so, how?

6. What will be the most important combination of factors in advancing your military career (e.g., billets, fitness reports, politics)?

LIFE-STAGE INTERFACES

1. Please talk about your childhood as it relates to you having chosen this career. What were your early interests in high school? What was your major or concentration in college? Why did you choose that area? How did you feel about it?

2. Which people, if any, played key roles in influencing you to choose a military career?

. Why did you choose a military career? Initially? At the various re-enlistment stages?

4. How long do you plan to remain? What rank would you like to attain?

5. Do you like the life of being a career military officer? Why? Why not?

6. Are you experiencing any changes in your own life style or values which might conflict with your career (e.g., questioning working such long hours, being away at sea, feeling unfulfilled)? Explain.

7. Do you think much about not making your career goals? If you do not reach them, how are you likely to handle this? Will you feel unfulfilled?

FAMILY CONCERNS

1. Is your spouse experiencing any changes which could affect your career?

2. In what ways might the organization fail to meet your changing personal/family needs? How will this impact on your desire to actively pursue your career? How will this impact on your satisfaction with your career?

3. Do you think it is possible for both husband and wife to pursue careers outside the home if one of them is in the military?

4. How are career goal conflicts resolved in your family?

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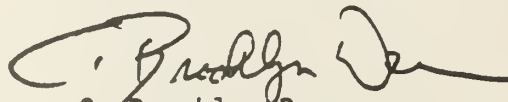
Department of Administrative Sciences

Dear Participant:

Thank you for your cooperation in this research project. Attached is a questionnaire which attempts to ask some of the questions from the interview in a more systematic and private way. Ultimately this research could help to influence Navy policy on career development issues.

I can assure you that absolute confidentiality will be maintained in this research project. These results will be reported in terms of the responses as a whole for the group of Naval officers and their spouses participating in the study.

It is important that you answer each question as honestly as possible. The answers should reflect your own true feelings and not what you think others expect of you. Please give your own opinions and do not consult with your husband or wife.

Thank you again for your important contribution to the understanding of the more "personal" aspects of a Navy officer's career.

C. Brooklyn Derr
Study Director

Enclosures

A. Career Concepts

*Wives should give their own answer about their husband's career.
That is, what are your concepts for what would constitute a
successful career for your husband?

INSTRUCTIONS: Described below are several different concepts of a success-
ful career. Please rank order them according to what you consider important
in your own idea of a successful career (generally, whether or not this
matches your own career pattern). Mark them (1) to (5) with (1) repre-
senting the concept that is most important to you for career success,
and (5) the one which least corresponds to your ideal version of career
success.

A career change here refers to switching professions or the nature of the
work itself (e.g. becoming a salesman when you were an architect) as
opposed to changing jobs (e.g. driving a truck for a different project or
doing the same thing for a new company).

Rank Order

1. a person who makes frequent career changes in order
    to remain mobile, independent, free and uncommitted   _____

2. a person who aggressively seeks to ascend up the
    hierarchy and increase his rank and pay   _____

3. a person who loyally, faithfully and tenaciously
    pursues a life-long career (whether or not he
    advances up the hierarchy)   _____

4. a person who is growth-oriented and periodically
    seeks new adventures and career changes corres-
    ponding to his new life stage   _____

5. a person who retires from his first career early,
    with some financial security, and then pursues a
    second career corresponding to his new life stage   _____

47

B. Career Values Form

*Wives should answer this question for their husband's career. What
 do you prefer for his career?

Listed below are 10 values related to life/career planning. We would like
you to compare each value with the others using the comparison table below.

For example, look at value #1 (High income-making lots of money) and
compare it with #2 (Independence--being your own boss). If #1 is more
important to you than #2, then circle the $\frac{①}{2}$. However, if being your
own boss is more important to you than making lots of money, then
circle the 2 like this: $\frac{1}{②}$. Move on to the next two numbers $\frac{1}{3}$.
Compare value #1 with value #3. If value #1 (High income) is more
important to you than value #3 (Helping others), then circle #1 like
this: $\frac{①}{3}$. Or, if value #3 is more important to you than #1, circle
value #3 like this: $\frac{1}{③}$. Continue through the rows of numbers, com-
paring each pair of numbers, circling the number of the more important
value each time.

VALUES   COMPARISON TABLE

1. High Income-- $\frac{1}{2}$ $\frac{1}{3}$ $\frac{1}{4}$ $\frac{1}{5}$ $\frac{1}{6}$ $\frac{1}{7}$ $\frac{1}{8}$ $\frac{1}{9}$ $\frac{1}{10}$
    Making lots of money

2. Independence-- $\frac{2}{3}$ $\frac{2}{4}$ $\frac{2}{5}$ $\frac{2}{6}$ $\frac{2}{7}$ $\frac{2}{8}$ $\frac{2}{9}$ $\frac{2}{10}$
    Being your own boss

3. Helping others $\frac{3}{4}$ $\frac{3}{5}$ $\frac{3}{6}$ $\frac{3}{7}$ $\frac{3}{8}$ $\frac{3}{9}$ $\frac{3}{10}$

4. Career and job secruity $\frac{4}{5}$ $\frac{4}{6}$ $\frac{4}{7}$ $\frac{4}{8}$ $\frac{4}{9}$ $\frac{4}{10}$

5. Managing others and admin- $\frac{5}{6}$ $\frac{5}{7}$ $\frac{5}{8}$ $\frac{5}{9}$ $\frac{5}{10}$
    istering activities, command

6. Creating or inventing new $\frac{6}{7}$ $\frac{6}{8}$ $\frac{6}{9}$ $\frac{6}{10}$
    things or ideas, innovation

7. Having a job with lots of $\frac{7}{8}$ $\frac{7}{9}$ $\frac{7}{10}$
    time off

8. Retiring early and starting $\frac{8}{9}$ $\frac{8}{10}$
    a second career

9. Having a job that has high $\frac{9}{10}$
    social importance

10. Becoming technically outstanding
    and expert in your field

C. Values Clarification

*Wives should give their own opinions about the values they prefer for their husband's career. That is, what do you think should be the five most important job wants in his career.

Please circle from the following list the five job wants most important to you. Then rank order them from most (1) to least important (5).

challenge	_____	leadership	_____
variety	_____	education/training	_____
responsibility	_____	advancement	_____
power	_____	fun work	_____
expertise	_____	independence	_____
autonomy	_____	travel	_____
status	_____	early retirement	_____
security	_____	esthetics	_____
innovation	_____	low pressure	_____
		other (list)	_____

Now please circle from the following list the five job-related wants most important to you. Then rank-order them from most (1) to least (5) important.

*Wife, reinterpret the question as follows: What are the five job-related wants most important to you about your husband's career?

type of business/activity	_____	friends at work	_____
size of organization	_____	rural community	_____
hours worked	_____	suburban community	_____
free time	_____	metropolitan	_____
benefits	_____	cost of living	_____
geographic location	_____	commuting distance	_____
physical facilities	_____	attitudes of management	_____
proximity to extended family	_____		

D. Career - Life Satisfaction

Part A. How You Feel About Your Career (or, if you are the wife, how do you
think your husband feels about his career)

INSTRUCTIONS: Below is a list of pairs of words which can be used to
describe how people feel about their career as it has thus far unfolded.
Please mark the space between the two words which comes closest to your
feelings. The further you mark a space in either direction means that your
feelings about your career are more like that word. Remember only one
mark per line.

	1	2	3	4	5	
Secure	___	___	___	___	___	Threatened
Bored	___	___	___	___	___	Interested
Tense	___	___	___	___	___	Relaxed
Challenged	___	___	___	___	___	Unfulfilled
Intensive	___	___	___	___	___	Nonchalant
Going Nowhere	___	___	___	___	___	On The Way Up
Trapped	___	___	___	___	___	Free
Pleased	___	___	___	___	___	Disappointed
Incompetent	___	___	___	___	___	Competent
Competitive	___	___	___	___	___	Non-Competitive
Self-Satisfied	___	___	___	___	___	Self-Critical
Successful	___	___	___	___	___	Unsuccessful
Hopeful	___	___	___	___	___	Resigned

D. Career - Life Satisfaction

Part B. How You Feel About Your Life

         *Wives should answer this for themselves. How do you feel about
         your own life at this point in time?

Now complete the same exercise. This time concentrate on how you feel
about your life at this point in time. In general, how are you feeling
at this stage in your life. Put one mark per line.

	1	2	3	4	5	
Secure	___	___	___	___	___	Threatened
Bored	___	___	___	___	___	Interested
Tense	___	___	___	___	___	Relaxed
Challenged	___	___	___	___	___	Unfulfilled
Intensive	___	___	___	___	___	Nonchalant
Going Nowhere	___	___	___	___	___	On the Way Up
Trapped	___	___	___	___	___	Free
Pleased	___	___	___	___	___	Disappointed
Incompetent	___	___	___	___	___	Competent
Competitive	___	___	___	___	___	Non-Competitive
Self-Satisfied	___	___	___	___	___	Self-Critical
Successful	___	___	___	___	___	Unsuccessful
Hopeful	___	___	___	___	___	Resigned

E. Life Stage - Career Concerns

*To be answered by officers only (not wives)

INSTRUCTIONS: Following are issues some people have identified as major
concerns during their middle years. Please read and rate them according
to their importance to you at this time in your life. Circle the number
which best indicates how you personally feel about the issue.

|	Extremely Important	Important	Somewhat of An Issue	So-So	Not At All Important
1. achieving financial security after retirement	1	2	3	4	5
2. achieving my objectives for a military career	1	2	3	4	5
3. obtaining education and training opportunities	1	2	3	4	5
4. finding and keeping good "sponsors" or "mentors" (more senior officers who can help you get ahead in your military career)	1	2	3	4	5
5. preparing for my second career after retirement	1	2	3	4	5
6. getting good billets in terms of their helping me to get promoted	1	2	3	4	5
7. getting good ratings on my fitness report	1	2	3	4	5
8. having good feelings of integrity about myself	1	2	3	4	5
9. becoming aware of & accepting signs of aging (e.g. less physical vigor, gray hair, less agility)	1	2	3	4	5

		Extremely Important	Important	Somewhat of An Issue	So-So	Not At All Important
10.	feeling that I may not achieve my military career goals	1	2	3	4	5
11.	being worried about my sexual performance	1	2	3	4	5
12.	feeling more burdened economically by increased financial responsibilities	1	2	3	4	5
13.	desiring more socio-emotional closeness with family & friends	1	2	3	4	5
14.	feeling that the demands of my current career prevent me from fulfilling my emotional needs	1	2	3	4	5
15.	being concerned generally about the current direction of change in my spouse (e.g. she now wants to pursue a career, she is pushing her independence, she is more promiscuous)	1	2	3	4	5
16.	being concerned about the direction of change in one or more of my children (e.g. they are pursuing courses of action I don't like, don't agree with, or think will bring them harm).	1	2	3	4	5
17.	being concerned about the direction of change in society	1	2	3	4	5

F. Marital-Career Concerns

INSTRUCTIONS: Marriage can have a profound effect on the degree of
happiness or unhappiness a person experiences in his life. The next
questions are designed to measure marital adjustment.

*Wives should answer for themselves. How happy are you?

1. Circle the dot on the scale line below which best describes the
degree of happiness, everything considered, of your present marriage. The
middle point "happy" represents the degree of happiness which most people
get from marriage, and the scale gradually ranges on one side to those few
that are very unhappy and on the other, to those few who experience extreme
happiness in marriage.

| Very
Unhappy | | | Happy | | | Perfectly
Happy |
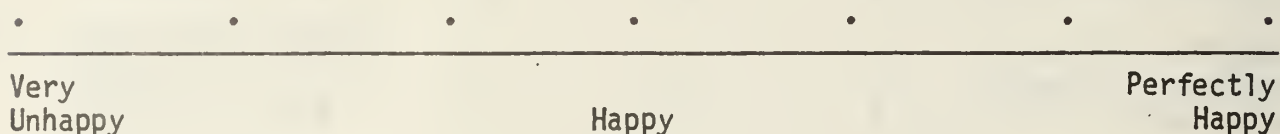
2. How much of your marital unhappiness do you estimate is related
to your career? *If you are the wife, rephrase the above question to read:
--- is related to your husband's career?

    Please check one of the following:

                80% or more   _____
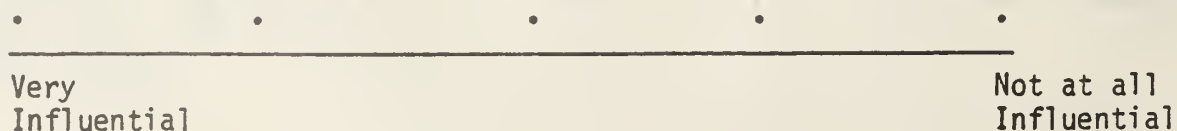
                60% or more   _____

                40% or more   _____

                20% or more   _____

                Less than 20%   _____

3. On a scale of 1-5, how influential is your wife in helping you make
career decisions? *If you are the wife, rephase the above question to read:
how influential do you believe you are in helping your husband to make
career decisions?

| Very
Influential | | | | Not at all
Influential |

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